



**Date:** January 3, 2023

**To:** Wanda S. Page, City Manager  
**Through:** Keith Chadwell, Deputy City Manager  
**From:** Wade Walcutt, Director, Parks and Recreation Department  
**Subject:** Contract with The John R. McAdams Company, Inc. (dba McAdams) to Develop a Durham Parks and Recreation Park System Plan

### **Executive Summary**

The scope of services for this contract is to engage an experienced, professional team for planning and engagement consulting services to develop a new Parks and Recreation Comprehensive Park System Plan to replace the 2013 Parks and Recreation Master Plan. The Durham Equitable Community Engagement Blueprint will be utilized throughout the project to initiate, steer, and formalize recommendations based on the inclusive participation of our citizens. The selected firm will complete a Recreation and Leisure Trends Analysis, Community Needs Assessment, Community Inventory, review and recommend Level of Service Standards, and complete a facilities inventory with condition assessment. The new Parks and Recreation Comprehensive Park System Plan will guide future programming and development pertaining to parks and recreation for the next ten to fifteen years.

### **Motion**

To authorize the City Manager to execute a contract with The John R. McAdams Company, Inc. (dba McAdams) to provide planning and engagement consulting services to develop a new Parks and Recreation Comprehensive Park System Plan, in the amount of \$429,545.

### **Background**

The Durham Parks and Recreation Department (DPR) has had a rich history of providing exceptional programs, services, facilities, and beautiful parks and trails. The DPR system includes over 65 parks, covering almost 2,000 acres, the surrounding park areas for the City's 7 recreation centers, 12 special use sites, and over 32 miles of existing greenway trails. New trail planning includes 96 miles of trail corridors proposed in the 2011 Trail and Greenways Master Plan. Our facilities, parks, programs, and events have earned recognition, awards, and accolades from residents, visitors, the North Carolina Recreation and Park Association, and the National Recreation and Parks Association. The nationally accredited City of Durham Parks and Recreation Department has 130 full-time employees, 150+ part-time employees, 100+ independent contractors (instructors, officials, etc.)

The Commission for Accreditation of Park and Recreation Agencies requires accredited agencies to have an adopted "comprehensive park and recreation system plan that provides recommendations for provision of facilities, programs and services; parkland acquisition and development; maintenance and operations; and administration and management".

The current City of Durham Parks and Recreation Master Plan, a 10-year plan, was adopted August 19, 2013. On September 5, 2017, the City Council approved to adopt the 2017 Aquatics

Facilities Master Plan as an addendum to the 2013 City of Durham Parks and Recreation Master Plan.

As we approach the expiration of this plan, we recognize that much has changed since it was adopted. We have experienced significant population growth in the city, increasing by 55,000 in the past 10 years. There has been a considerable amount of new development, especially within the city center, where we have an opportunity to determine the future of green spaces in the heart of downtown, like Durham Central Park. Durham Central Park, Inc. has committed to donating \$35,000 to the City to support updating plans for the park. City Council will be asked to consider this supporting donation in a future agenda cycle.

This is also an opportunity to assess what areas of the city are currently underserved that should be prioritized as we continue the City's work to address past inequities. How do we prioritize the renovation or replacement of our aging infrastructure? Equitable engagement, completing facility assessments and a trends and gap analysis of programs and services will provide important data to inform the development of guiding principles for future programming and facilities to meet the needs of our community. This new Comprehensive System Plan will take into consideration these and other changes to ensure we have the planning tools necessary to meet the current and future needs of our residents.

Staff are recommending contracting with The John R. McAdams Company, dba McAdams, to work with DPR and the Durham community to develop a new comprehensive Parks and Recreation System Plan. Specifically, the contractor(s) will facilitate an inclusive, equitable, and diverse public engagement process to inform their professional planning services in the development of a new Plan. The new Plan will guide development of parks, open space, greenways, facilities, and programs to lead future development pertaining to parks and recreation for the next ten to fifteen years.

The Request for Qualifications for Professional Planning Services was advertised on March 17, 2022. A pre-submittal conference was held on March 24, 2022, and two written submittals were received by April 18, 2022, reviewed, and scored by City staff in April 2022.

Interviews were held on April 25, 2022, with the two firms and the interview team determined McAdams as the top ranked team for the Project.

McAdams is headquartered in the triangle and a great many of their staff live in Durham. The company has extensive experience in working with the City of Durham, including their current work in delivering the Durham Rail Trail, South Ellerbe Restoration, and new Public Works building projects. They also worked on the American Society of Landscape Architects (ASLA) award-winning Snow Hill Road Park Master Plan project, demonstrating their expertise and commitment to quality. Their experience working with nationally accredited parks and recreation departments on similar master planning projects along with their knowledge and familiarity with the City's Equitable Engagement Blueprint will provide an extensive amount of value to the process.

## **Issues and Analysis**

The scope will be organized into four (4) phases, some of which may run concurrently with others.

Phase 1: Inventory Assessment– this initial phase will kick-off the project by identifying and informing stakeholders; cross departmental collaboration; asset mapping and interviews. The

project will begin with demographic and recreation trends analysis; inventory and assessments of parks, facilities, and trails; programs and services; 5-year financial history; organizational operations and maintenance. Will review relevant related City of Durham plans to ensure a new comprehensive plan aligns with other adopted plans within the City. Conduct GIS mapping and park site visits.

Phase 2: Vision – the findings from phase 1 will be summarized for assessments; gap analysis; complete benchmarking and level of service analysis; administer scientific needs assessment survey; evaluate “Parks Plus” opportunities. McAdams “Parks Plus” approach extends beyond traditional system planning to consider PARKS+ sustainability, resilience, health and wellness, economic development, and much more. Will engage and solicit feedback; draft guiding principles; provide a summary of engagement and asset mapping events to date; update the classification system; recommend LOS standards; and provide the scientific survey results.

Phase 3: Recommendations – finalize the Guiding Principles; integrate “Parks Plus” opportunities; prepare draft recommendations for parks, facilities, and trails; programs and services; financial management; funding; organizational operations and maintenance; develop policy guidance and recommend policy changes. Will update stakeholders, draft recommendations.

Phase 4: Action/Implementation - The culmination of this Project will result in a comprehensive Parks and Recreation System Plan that will finalize input and analysis through recommendations and an action plan to:

- Prioritize recommendations
- Identify strategies for implementation
- Determine timeline for implementation
- Develop cost estimates and CIP for 10-year planning horizon
- Develop partnership strategies
- Provide guiding principles

Deliverables will include a Master Plan for Durham Central Park, Recreation and Leisure Trends Analysis, Community Needs Assessment, Community Inventory, review and recommend Level of Service Standards, and a facilities inventory with condition assessment. The new Parks and Recreation Comprehensive Park System Plan will guide future programming and development pertaining to parks and recreation for the next ten to fifteen years.

### **Alternatives**

The alternative for this effort would be to not approve contracting for professional planning services and the parks and recreation department will not be able to update the current Master Plan that is dated and expiring. The Commission for Accreditation of Park and Recreation Agencies requires accredited agencies to have an adopted comprehensive park and recreation system plan. Therefore, the department’s status as an accredited agency would be in jeopardy if we do not update the expiring plan.

### **Financial Impact**

Funds for this project are currently available in the FY23 general fund operating budget. Total expenditures for the project are \$429,545.00.

Durham Central Park Inc. has committed to contribute \$35,000 towards the total expense for the planning of Durham Central Park. City Council will be asked to consider this donation at a future agenda cycle.

### Equal Business Opportunity Summary

The Underutilized Business Compliance Division reviewed the proposal submitted by McAdams of Durham, NC and determined that they are in compliance with the Ordinances to Promote Equal Business Opportunities in City of Durham Contracting. The goals for this effort was/were **MUBE** 8% and **WUBE** 6%. The firm met both goals.

### UBE REQUIREMENTS

McAdams will subcontract to the following certified firms:

Firm	ID	City/State	Amount	% Of Contract
Planners for Environmental Quality, Inc	MUBE	Fairburn, GA	\$39,380.00	9.17%
Agency Landscape + Planning LLC	WUBE	Cambridge, MA	\$26,000.00	6.05%

### Contractor Workforce Diversity & Hiring Practices

According to the contractor's responses to the "Contractor Workforce Diversity Questionnaire," the contractor is a large employer (over 100 employees) consisting of "mostly professional/skilled". The contractor believes it has a diverse workforce because they, "believe our brand is becoming stronger. When an organization gains a reputation for hiring a diverse workforce, it attracts more qualified people to apply for open positions. That makes for better products and services. Also, when we hire a diverse group of employees, they can better understand and serve our diverse customers and clients. Lastly, in bringing together different and diverse minds, various perspectives can combine in novel ways. This often leads to more creative solutions and ideas.". The contractor did list many examples of efforts it makes to have a more diverse workforce.

### Part A – Employee Diversity Breakdown Table for Primary Location

Employment Category	Total Employees	Total Males	Total Females	M-----a-----l-----e s					F---e---m---a---l---e s				
				White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project Manger	17	13	4	12	0	0	0	0	1	2	0	1	0
Professional	141	103	38	89	5	0	1	0	29	6	0	0	0
Labor	30	28	2	16	3	0	1	0	2	0	0	0	0
Clerical	13	2	11	2	0	0	0	0	0	1	0	0	0
Totals	201	146	55	119	8	0	2	0	32	9	0	1	0

**Part B – Employee Diversity Breakdown for the Consolidated Company**

Employment Category	Total Employees	Total Males	Total Females	M-----a-----l-----e s					F---e---m---a---l---e s				
				White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project Manger	42	37	5	33	1	0	0	0	2	2	0	1	0
Professional	264	193	71	157	14	0	2	1	55	7	0	2	0
Labor	44	42	2	26	3	0	1	0	2	0	0	0	0
Clerical	19	2	17	2	0	0	0	0	11	1	0	1	0
Totals	369	274	95	218	18	0	3	1	70	10	0	4	0

**Attachments**

Attachment: Park System Plan Contract